



Health Services
LOS ANGELES COUNTY

**Los Angeles County
Board of Supervisors**

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Fourth District

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Fifth District

March 30, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D. 
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF
PROGRESS, HOSPITAL OPERATIONS, AND OTHER
ISSUES RELATED TO THE TRANSITION TO THE
NEW LAC+USC MEDICAL CENTER – PROGRESS
REPORT #32 (Agenda Item #S-1, March 30, 2010)**

John F. Schunhoff, Ph.D.
Interim Director

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Interim Chief Medical Officer

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Los Angeles, CA 90012

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This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of February 2010.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of February was 592 out of 671 licensed beds, an estimated 86% utilization rate (88% occupancy). Thus far, this ADC was the highest for the fiscal year, along with the month of August 2009. The census for Medical/Surgical units was an estimated 92% utilization rate (94% occupancy) for February 2010.

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Emergency Department (ED) Indicators

Key indicators in the attachment demonstrate the trending of ED registrations as well as admissions to both the ED and the hospital. Several factors, such as Median ED Boarding Time and ED Diversion, have increased during this period, which was directly related to census. Similar increases have been noted in the past when census fluctuated upward.

Transfers Out and Average Length of Stay (ALOS)

Consistent with the increased census, the number of transfers out to Rancho Los Amigos and other hospitals increased to accommodate the number of patients requiring hospitalization. Previously, the overall measure of ALOS reached as high as 6.2 days/patient against a target of 5.5 days/patient. This is primarily due to the fact that low-acuity patients are transferred out to other facilities while higher level, tertiary care patients requiring longer stays remain hospitalized at LAC+USC. Efforts to reduce this trend have been very successful during the past 3 months with the ALOS hovering between 5.4 – 5.6 days/patient.

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If you have any questions or need additional information please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – February 2010

Indicator	Definition	Data	Comments																																																												
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																															
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>598</td></tr><tr><td>Dec '06</td><td>623</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>625.5</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>May '07</td><td>590</td></tr><tr><td>Jun '07</td><td>609</td></tr><tr><td>Jul '07</td><td>605</td></tr><tr><td>Aug '07</td><td>583</td></tr><tr><td>Sep '07</td><td>611</td></tr><tr><td>Oct '07</td><td>578</td></tr><tr><td>Nov '07</td><td>596</td></tr><tr><td>Dec '07</td><td>491</td></tr><tr><td>Jan '08</td><td>525</td></tr><tr><td>Feb '08</td><td>551</td></tr><tr><td>Mar '08</td><td>563</td></tr><tr><td>Apr '08</td><td>572</td></tr><tr><td>May '08</td><td>577</td></tr><tr><td>Jun '08</td><td>572</td></tr><tr><td>Jul '08</td><td>573</td></tr><tr><td>Aug '08</td><td>592</td></tr><tr><td>Sep '08</td><td>589</td></tr><tr><td>Oct '08</td><td>581</td></tr><tr><td>Nov '08</td><td>567</td></tr><tr><td>Dec '08</td><td>559</td></tr><tr><td>Jan '09</td><td>578</td></tr><tr><td>Feb '09</td><td>592</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	623	Jan '07	612	Feb '07	605	Mar '07	625.5	Apr '07	623	May '07	590	Jun '07	609	Jul '07	605	Aug '07	583	Sep '07	611	Oct '07	578	Nov '07	596	Dec '07	491	Jan '08	525	Feb '08	551	Mar '08	563	Apr '08	572	May '08	577	Jun '08	572	Jul '08	573	Aug '08	592	Sep '08	589	Oct '08	581	Nov '08	567	Dec '08	559	Jan '09	578	Feb '09	592	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p> <p style="text-align: center;">Med Center Census – Newborns / 600</p> <p>2. Medical Center Licensed Occupancy Rate (including Newborns)</p> <p style="text-align: center;">Med Center Census + Newborn / 600</p>	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>

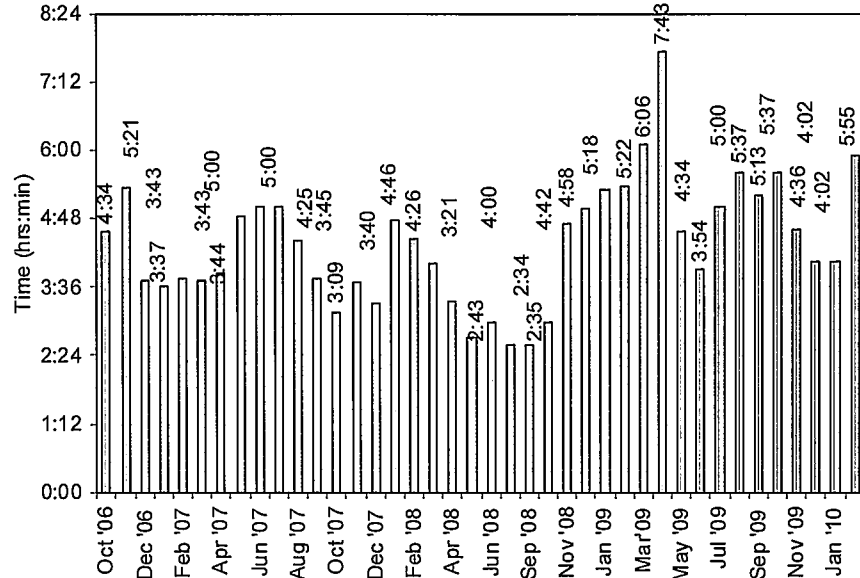
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		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>85%</td></tr><tr><td>Sep '09</td><td>88%</td></tr><tr><td>Oct '09</td><td>87%</td></tr><tr><td>Nov '09</td><td>86%</td></tr><tr><td>Dec '09</td><td>84.5%</td></tr><tr><td>Jan '10</td><td>83%</td></tr><tr><td>Feb '10</td><td>86%</td></tr><tr><td>Feb '10</td><td>88%</td></tr></tbody></table></div> <div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	85%	Sep '09	88%	Oct '09	87%	Nov '09	86%	Dec '09	84.5%	Jan '10	83%	Feb '10	86%	Feb '10	88%	
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2a. Median Emergency Department Boarding Time (EDBT) *Harris Rodde Indicator	Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition). Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values. Source of Data: Affinity Target: Less than 7 hours.	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (Time in hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:32</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>4:34</td><td>2:31</td><td>6:08</td></tr> <tr><td>May '09</td><td>3:54</td><td>2:36</td><td>4:00</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:35</td><td>3:38</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:39</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:37</td><td>2:53</td><td>5:01</td></tr> <tr><td>Sep '09</td><td>4:36</td><td>2:40</td><td>4:41</td></tr> <tr><td>Oct '09</td><td>4:02</td><td>2:32</td><td>4:44</td></tr> <tr><td>Nov '09</td><td>4:02</td><td>2:47</td><td>3:57</td></tr> <tr><td>Dec '09</td><td>5:55</td><td>2:34</td><td>3:45</td></tr> <tr><td>Jan '10</td><td></td><td>3:05</td><td>3:45</td></tr> <tr><td>Feb '10</td><td></td><td></td><td>5:14</td></tr> </tbody> </table> <p>Feb '10 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	2:22	4:44	Mar '09	6:06	2:32	6:06	Apr '09	4:34	2:31	6:08	May '09	3:54	2:36	4:00	Jun '09	5:00	2:35	3:38	Jul '09	5:37	2:39	4:32	Aug '09	5:37	2:53	5:01	Sep '09	4:36	2:40	4:41	Oct '09	4:02	2:32	4:44	Nov '09	4:02	2:47	3:57	Dec '09	5:55	2:34	3:45	Jan '10		3:05	3:45	Feb '10			5:14	
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Indicator #2 - Emergency Department Metrics			
2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Feb '10 data is Preliminary data</p>	

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2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Feb '10 data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table border="1"><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>25</td></tr><tr><td>Dec '07</td><td>52</td></tr><tr><td>Jan '08</td><td>51</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>30</td></tr><tr><td>Apr '08</td><td>23</td></tr><tr><td>May '08</td><td>25</td></tr><tr><td>Jun '08</td><td>42</td></tr><tr><td>Jul '08</td><td>50</td></tr><tr><td>Aug '08</td><td>51</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>40</td></tr><tr><td>Nov '08</td><td>58</td></tr><tr><td>Dec '08</td><td>52</td></tr><tr><td>Jan '09</td><td>55</td></tr><tr><td>Feb '09</td><td>58</td></tr><tr><td>Mar '09</td><td>35</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>63</td></tr><tr><td>Jun '09</td><td>52</td></tr><tr><td>Jul '09</td><td>51</td></tr><tr><td>Aug '09</td><td>59</td></tr><tr><td>Sep '09</td><td>41</td></tr><tr><td>Oct '09</td><td>32</td></tr><tr><td>Nov '09</td><td>43</td></tr><tr><td>Dec '09</td><td>60</td></tr><tr><td>Jan '10</td><td>60</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	25	Dec '07	52	Jan '08	51	Feb '08	51	Mar '08	30	Apr '08	23	May '08	25	Jun '08	42	Jul '08	50	Aug '08	51	Sep '08	50	Oct '08	40	Nov '08	58	Dec '08	52	Jan '09	55	Feb '09	58	Mar '09	35	Apr '09	35	May '09	63	Jun '09	52	Jul '09	51	Aug '09	59	Sep '09	41	Oct '09	32	Nov '09	43	Dec '09	60	Jan '10	60	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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Indicator	Definition	Data	Comments
2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p style="text-align: center;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p style="text-align: center;">% Distribution</p> <p style="text-align: center;">12/08 1/09 2/09 3/09 4/09 5/09 6/09 7/09 8/09 9/09 10/09 11/09 12/09 1/10 2/10</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Dangerously OC Severely OC OverCrowded Extremely Busy Busy Not Busy </div>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers and #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.</p>	Month of Feb '10			
		Referrals from ER:			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	97	NA	-
		# Referred to RLAH	81	22	103
		# Transfers	52	22	74
		# Denied	29	NA	-
		# Cancelled	16*	NA	-
		# Patients refused*	12	NA	-
		Referrals from Inpatients:			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	51	NA	-		
# Referred to RLAH	51	7	58		
# Transfers	20	7	27		
# Denied	20	NA	-		
# Cancelled	11*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		

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Indicator	Definition	Data	Comments																																																																																																						
		<div><div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>22</td><td>26</td></tr><tr><td>Mar '09</td><td>24</td><td>32</td></tr><tr><td>Apr '09</td><td>27</td><td>34</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>14</td><td>54</td></tr><tr><td>Aug '09</td><td>59</td><td>24</td></tr><tr><td>Sep '09</td><td>49</td><td>26</td></tr><tr><td>Oct '09</td><td>52</td><td>25</td></tr><tr><td>Nov '09</td><td>39</td><td>25</td></tr><tr><td>Dec '09</td><td>50</td><td>20</td></tr><tr><td>Jan '10</td><td>48</td><td>18</td></tr><tr><td>Feb '10</td><td>52</td><td>20</td></tr></tbody></table></div><div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>58</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>61</td><td>111</td></tr><tr><td>Jan '10</td><td>52</td><td>90</td></tr><tr><td>Feb '10</td><td>68</td><td>101</td></tr></tbody></table></div><p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p></div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	22	26	Mar '09	24	32	Apr '09	27	34	May '09	24	28	Jun '09	27	27	Jul '09	14	54	Aug '09	59	24	Sep '09	49	26	Oct '09	52	25	Nov '09	39	25	Dec '09	50	20	Jan '10	48	18	Feb '10	52	20	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	58	99	Oct '09	62	96	Nov '09	70	98	Dec '09	61	111	Jan '10	52	90	Feb '10	68	101	
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p> <p style="text-align: center;">ALOS</p> <p>—◇— Target ALOS —□— Actual ALOS</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>

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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity						
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Jan -10	60%	68%	70%	70%	
Feb -10	65%	84%	80%	80%			